

SUGGESTION EVALUATION REPORT

TO: Executive Secretary
Suggestion Awards Committee

SUGGESTION NO.

SUSPENSE DATE

INSTRUCTIONS: Please complete this form in detail to guide the Suggestion Awards Committee in making a final determination of the merits of this suggestion. Retain third copy.

1. ACTION RECOMMENDED ☐ ADOPT ☐ DECLINE ☒ OTHER (Specify):

2. REASONS FOR RECOMMENDATION (If more space is needed, use plain paper)

I have a mixed reaction to this proposal. On the one hand, the goal of obtaining additional information for the annual review of the performance of an organizational unit is laudatory, and the idea of obtaining such information through solicitation of the views of rank-and-file employees is sound. But several aspects raise questions as to whether or not the method proposed here would have the desired result. Such endeavors tend to fizzle or even backfire unless (1) Management is prepared to act on the results, and (2) Employees are convinced that this is the case. A mechanism which (1) is geared into an IG-type review; (2) is conducted on a regular, routine basis; (3) requires people to respond; and (4) has no provision for feedback to employees has several strikes against it from both of the standpoints mentioned above. Unless these hurdles could be overcome--and I can see no easy way to do so within the framework of this proposal--I would tend to be against it.

3. TANGIBLE FIRST-YEAR SAVINGS (Man-hours, material, equipment, etc.)

4. INTANGIBLE BENEFITS (See guide on reverse side of third copy)

5. WHAT OTHER OFFICES, DIVISIONS, ETC. MIGHT ALSO USE THIS IDEA?

DATE

SI

3-20-76

C/OMS/PSS

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(43)

TITLE OR SUBJECT OF SUGGESTION	SUGGESTION NO.
Added Dimension to Organization Evaluation System	76-295
PRESENT METHOD	
<p>The evaluation system employed in the DDO at least, regularly and simultaneously monitors (1) installation/component performance against objectives and (2) customer satisfaction with the product. A third element, employee views and morale, is not systematically monitored. Mechanisms such as TDY's, Suggestion Awards Program, grievance procedures and attitude surveys exist or have been employed. Some tend to connote negativism, dissent, aberration, subjectivity or primarily address technical improvements. They are not well integrated with the managerial monitoring and review system. An exception might be TDY's by evaluation officers, but their use in this specific manner would imply an "inspectorate" and might or might not reach below the command.</p>	
I SUGGEST	
<p>See attached.</p>	
ADVANTAGES	
<p>See attached.</p>	

FORM 244
(1-71)

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The idea of an employee suggestion system is already incorporated in personnel management evaluation (PME) activities now being implemented in the Agency. Employee surveys are an integral part of PME and the paucity of such surveys in the Agency to date attests to the fact that a serious PME program is only now getting underway. Action is being taken as a follow-on of the PASG requirements, and the Management Committee has accepted in principle the use of surveys. We fully expect that surveys designed to provide for both Directorate and employee input will become routine in the Agency in the near future.

The employee should be commended for his/her interest and concern in the principles of good management procedures.

3. TANGIBLE FIRST-YEAR SAVINGS (Man-hours, material, equipment, etc.)

4. INTANGIBLE BENEFITS (See guide on reverse side of third copy)

5. WHAT OTHER OFFICES, DIVISIONS, ETC. MIGHT ALSO USE THIS IDEA?

DATE

24 March 1976

Type name and title)

Chief, Review Staff, Office of Personnel

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SUGGESTION EVALUATION REPORT

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Suggestion Awards Committee

SUGGESTION NO.

76-295

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15 March 1976

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1. ACTION RECOMMENDED ☒ ADOPT ☐ DECLINE ☐ OTHER (Specify):

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This suggestion has great merit. The Agency should pay more attention to personnel morale than it has in the past and a series of attitudinal studies is a scientific way to measure morale. Opinions of overseas personnel has always been difficult to obtain. Subjective impressions of travellers from Headquarters are not a good solution to this problem. If a short questionnaire could be circulated on a regular basis, it would be useful to Agency management. Our past experience with the OMS/PSS questionnaires has been good, and an annual review of each station could be a useful document.

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4. INTANGIBLE BENEFITS (See guide on reverse side of third copy)

5. WHAT OTHER OFFICES, DIVISIONS, ETC. MIGHT ALSO USE THIS IDEA?

DATE

10 MAR 1976

SIGN

(Title)

Donald F. Chamberlain, Inspector General



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The Office of Training does not use the type of evaluation system employed in the DD/O. While an annual solicitation of employee views might have some merit, we do not believe that the amount of paper generated would be warranted. We encourage our employees to express their views on a continuing basis. OTR, therefore, would not implement this proposal.

3. TANGIBLE FIRST-YEAR SAVINGS (Man-hours, material, equipment, etc.)

4. INTANGIBLE BENEFITS (See guide on reverse side of third copy)

5. WHAT OTHER OFFICES, DIVISIONS, ETC. MIGHT ALSO USE THIS IDEA?

DATE

19 April 1976

(Name and title)

Plans and Resources Staff, Office of Training

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1. ACTION RECOMMENDED ☐ ADOPT ☒ DECLINE ☐ OTHER (Specify):

2. REASONS FOR RECOMMENDATION (If more space is needed, use plain paper)

1. The OC Annual Program Review and Performance Evaluation is based on Management by Objective (MBO). The objectives generally cover types of activities common to several installations. We do not formally review individual installations as such. Personnel at any one installation are generally involved in some portion of activities covered by several objectives therefore their input to the evaluation of achievement would be somewhat similar to the description of the elephant given by one of the proverbial three blind men.

2. We do elicit from our personnel suggestions for improvement, comment on morale and other subjects. One of the formal mechanisms used is an annual individual career counseling session with each employee. This is done within the framework of our career panel management system which is distinctly different from our MBO review and evaluation system and the formal command structure.

3. The suggested method of obtaining employee input direct to the review and evaluation system is not applicable to OC Program Review and Evaluation system. Adoption is declined.

3. TANGIBLE FIRST-YEAR SAVINGS (Man-hours, material, equipment, etc.)

Not Applicable

4. INTANGIBLE BENEFITS (See guide on reverse side of third copy)

Not Applicable

5. WHAT OTHER OFFICES, DIVISIONS, ETC. MIGHT ALSO USE THIS IDEA?

Unknown

DATE

21 APR 76

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After careful review, the Office of Security concludes that the suggested mechanism would not appreciably add to an Organizational Evaluation System. In support of this conclusion we offer the following:

- a. Employee views and morale may not be "systematically reviewed" but they are of paramount importance to supervisors on every level of management. Furthermore, no manager worth his salt and no system worth its salt would need a systematic review (one year or two years or three years) to surface a morale problem.
- b. The suggester's contention that this new mechanism would not connote negativism is not entirely correct. Its real value would be in exposing anomalies or problems. If all submissions were positive the reviewers would use them to construct a general statement of "no problem." When the submissions were not positive and indicated problems, they would have real significance.
- c. If there are no problems to report, then this becomes an unneeded bureaucratic procedure or, even worse, employees might feel that they have to say something. In such cases there is the definite possibility for overstatement or misunderstanding of a triviality.
- d. The Grievance Procedure is already a part of regulations.
(See attached sheet.)

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DATE

4/29/76

Policy and Plans Group

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